

Control Section 4.10
Reductions By Program

Org. Code: 6120

Department: California State Library

The 2003/2004 State Budget process resulted in two major reductions in support for the State Library's operations:

- 1) A General Fund reduction of \$2,256,000 required to help address the State's ongoing revenue shortfall; and,
- 2) A reduction of \$1,777,446 required by the provisions of Control Section 4.10.

While these are technically scheduled as separate actions, the two reductions were planned for and implemented simultaneously. Thus the effects of the two reductions on the State Library's programs and services cannot be addressed meaningfully as separate issues. Each section 1 of the following program-by-program descriptions summarizes the separate reductions and the total. Each section 2 describes the current status of the State Library's programs and services following implementation of the total reduction.

Program: 10 – State Library Services

Section 1: How was the reduction implemented?

Control Section 4.10 reductions were implemented by the elimination of 22.0 vacant positions; a reduction in the library materials budget (purchase of books, serials, and other library materials to serve information needs of state government) of \$269,291; reductions in purchase of communications, travel, equipment, and other expenses of \$389,766 for a total of \$1,634,466. The \$2,256,000 reduction was implemented in this program by the elimination of 6.0 positions; a reduction in the library materials budget of \$710,308; a reduction in the contract for services to the Braille and Talking Book Library of \$105,815; a reduction in purchase of communications, travel, equipment, and other expenses of \$598,587 for a total of \$1,839,000. The combined total in reductions to program 10 was \$3,473,466 and 28.0 positions.

Section 2: What was the actual effect of this reduction?

Effects of these reductions are best understood in terms of the impacts upon the separate collections and services of the five public service sections within the State Library Services Bureau and the California Research Bureau:

Braille and Talking Book Library

California History Room
Government Publications Section
Sutro Library and the
Witkin State Law Library

In general, the only areas in which this level of budget reductions within State Library Services could be made were in staffing and library materials. Charges for basic facilities, utilities and other outside charges for operating expenses had already been minimized and could not be eliminated.

Braille and Talking Book Library

- Over 53,000 California residents who are blind or reading disabled no longer receive all the books and magazines they need. Book deliveries are down consistently 10% due to staff cuts, with some months showing a 20-30% drop.
- Nor can these California residents receive similar library services as those available to people with sight, with 7 out of 26 positions lost. The national standards and guidelines for services to the blind set by the Library of Congress and the American Library Association can no longer be fully met. Current staffing cannot provide full services in:
 - Information and referral services guiding those with visual or reading disabilities to other sources of support and assistance;
 - Outreach activities to let a half million eligible Californians know of the services to which they are entitled;
 - Recording books about California not available through the national collection;
 - Necessary activity to keep the collection current, in good repair, with no missing materials.

California History Room

- Funds for the California History collections were cut by over 63%.
- At this level of funding, the California History Room can no longer serve as a comprehensive collection on the state's heritage and culture for the Governor's Office, the Legislature, state government and the general public.
 - Circulating copies of major California books and publications will not be available.
 - Primary source materials in the form of original letters, maps and historical photographs can no longer be purchased at a meaningful level for a research library
 - Subscriptions to California newspapers and periodicals are substantially reduced.
- Support for people coming to the public desks for research and general assistance to the extensive and heavily used California collections has been cut in half.
 - People needing in-depth assistance with projects or photographs frequently have to wait.

- Those needing assistance with the large collection of microforms and readers meet delays.
- Answers to reference requests received by telephone, email, fax, or U.S. mail are delayed.
- Public access through interlibrary loan to local libraries in the state is significantly impacted. The State Library is one of very few libraries in California that loans local newspaper and local histories to people throughout California.
- Access to the thousands of historical photographs and images of California through digitization is proceeding slowly, with fewer staff to scan and catalog.
- Cataloging of thousands of rare and unique maps is on hold.
- The Preservation Office, with its staffing reductions, cannot respond as quickly and efficiently in handling disasters such as water, mold, and insect damage to collections. The Sutro Library branch is particularly vulnerable to collection and equipment damage because of leaks and malfunctions in the dated heating, ventilating and air condition systems.

Government Publications Section

- As the only regional depository for federal documents in California as well as the only Patent and Trademark Depository Library in the Central Valley, these collections are at risk because staffing reductions and budgetary restrictions prevent the Library from meeting federal mandatory requirements.
 - Depository status is dependent upon processing materials in a timely fashion and providing the same number of open service hours to allow public access to the federal documents collection.
 - The Government Printing Office can take any or all of this collection or see that it is distributed to other depository libraries, a collection of materials worth well in excess of \$10 million.
 - Patent and Trademark Depository Libraries have a depository collection of copies of patents in the previously distributed formats of paper, microfilm, CD- and DVD-ROM. The U.S. Patent and Trademark Office can take any or all of this collection or see that they are distributed to other depository libraries should the Library lose depository status. This collection is worth in excess of \$400 thousand.
- State government officials and staff, as well as the general public, have less access to all of California state government's public reports and documents, with less than 50 percent currently able to be preserved.
 - For over a century, the State Library has been where the public and state staff could find reports from all of state government.
 - As technology has enabled agencies to produce reports outside of state printing centers with their formal distribution systems, Library staff have to identify and individually request increasingly higher percentages of state documents.
 - Few agencies maintain historical archives of their documents, either in print or electronic.

- Government documents projects that would have significantly strengthened official government information resources in the state for environmental impact reports and local documents have been stopped, due to staffing cuts.
 - California environmental impact reports provide a unique record of the changes occurring to the state's ecology and geography. Small percentages that are submitted in electronic form are filed and retrievable. Most are submitted in printed paper copy, with hundreds now stored but inaccessible to the public.
 - Acquisition, cataloging and processing of local documents (city and county budgets, agricultural and business reports, general plans, etc.) have ceased.
- Support for people coming to the public desks for assistance with the government collections has been cut in half.

State Information and Reference Center

- The State Information and Reference Center manages the primary general circulation and reference collections, with major emphasis on subject areas of interest to State government such as public policy, education, business, environment, technology and social sciences. Monies to maintain and update the collection were cut from \$514 thousand in FY 2002/2003 to \$180 thousand.
- At this level of funding, the State Library General Collection can no longer serve effectively with current and updated information as the primary research resource in policy subjects to meet the needs of the Governor's Office, members of the Legislature, and staff from state government and the surrounding counties.
 - Individual works in these subject areas are not being ordered; virtually all the remaining budget is directed to periodicals and ongoing reference works.
 - Over 90% of the standard periodical and professional journal indexes have been cut.
 - Over 50% of the magazines and journals have been cut.
 - Financial data services, heavily used by state control agencies, have been severely curtailed or cancelled.
 - Long-term runs of major out-of-state and national newspapers have ended.
 - Collections of industry standards widely used within state agencies have been cancelled.
- Support for state government staff and the general public coming to the public desk for research assistance, online searches and document delivery has been greatly reduced, including the elimination of Circulation Room as a separate service desk.

Sutro Library

- Saturday service was eliminated, closing the collection to approximately 2 thousand researchers each year.

- Staffing at the Sutro Library is now at the minimum level required to sustain public access and service.
 - It is a stand-alone facility, 95 miles distant from the other State Library facilities. That distance prevents ready support from the other sections within State Library Services and the other bureaus of the State Library, whether the problems are illnesses, emergencies or public demand.
 - Ranked as one of the top five genealogy and U.S. local history libraries, Sutro also contains priceless manuscripts and rare books. That requires a minimum level of security and facility management; however, there is no facility manager. With staffing cuts, the responsibility for primary supervision has fallen to the Principal Librarian in charge of Special Collections located in Sacramento.
 - Sutro Library is housed until 2008 in old temporary structures that frequently need inspection and maintenance. Monitoring problems and overseeing corrections of the facility falls to public desk staff.
- Sutro's book budget was virtually eliminated in order to continue selected critical magazines and journals.
 - As a result, one of the top five genealogy and U.S. local history libraries in America will be unable to acquire any of the large numbers of newly published titles in these fields.
 - This loss will be felt statewide, since the Sutro Library is the only library in California that loans local and genealogical materials to people throughout California.

Witkin State Law Library

- Monies to maintain and update the Law Library collections were cut from \$462 thousand in FY 2002-2003 to \$165 thousand.
 - In comparison, Sacramento County Law Library spends almost 3 times as much for the county collection (\$478 thousand). Fresno County spends 2 times as much at \$369 thousand and Tulare County spends more at \$179 thousand.
- At this level of funding, the Witkin State Law Library can no longer serve as a general legal resource for the Governor's Office, the Legislature and for state government.
 - Roughly 70% of general and federal treatises and loose-leaf services have been cancelled. These are the subject-based explanatory materials written by experts to explain the law.
 - Even 20% of the California treatises and loose-leaf services have been cancelled.
 - A legal text not updated regularly is not only not useful, but dangerous. Obsolete information can disastrously mislead. While many cancelled sources are still momentarily useable and used by state government; soon the impact of cuts will be even more obvious.
 - All but 9 of the non-California state codes in print have been cut. Other statutes and cases regularly used have also been cancelled.

- Staff is down from 12.5 FTE in FY 2001-2002 to 7.5 FTE in FY 2003-2004. Even to maintain Law's public desk services regularly depends upon assistance from other pressed State Library sections.
 - Updating of important legal loose-leaf services is not current, some three months behind, greatly reducing their value to users.
 - California appellate briefs are no longer being sorted, filed and shelved.
 - Copies of legislative bills are no longer being bound.
- Impact upon users is already evident.
 - The Law Library is losing patrons and not meeting state users needs. Patrons explicitly and frequently complain that they materials they need are cancelled or otherwise out of date.
 - The State Law Library can no longer support the county law libraries that have borrowed from its collections as their primary source of legal reference.

California Research Bureau

The Research Bureau was created in 1991 to provide nonpartisan research assistance to the governor and the legislature, and to provide specialized library services out of its capitol office. Overall, the cuts of the last two years have reduced the Bureau by half, and reduced its capacity to provide services accordingly.

More specifically, the 2003-04 cuts had the following effects on its personnel:

- The Bureau lost the head of its environmental section, and the expertise in state water policy that he provided.
- The Bureau lost the head of its economics section, and the expertise in gaming, tax policy, local government finance, and economic development that he provided.
- The Bureau lost the analyst who had expertise in welfare programs and in the evaluations of the effects of welfare reform over the last several years.
- The Bureau lost the analyst who had expertise in several aspects of health policy, including migrant health, childhood obesity, emergency rooms, nutrition, and health education.
- The Bureau lost one of its small staff of librarians, as well as much of the student assistance that helped them handle the workload coming from the legislature and the governor's office. The remaining librarians struggle to keep the Capitol office open and providing quick, accurate service.
- The Bureau lost one of its office technicians, leaving only two to handle all the secretarial work of the office.

In addition to these personnel cuts, the office lost most of its operating funds. It has been forced to stop general publication of its reports. Copies are no longer sent to depository libraries or university libraries around the state, for example, which has caused some complaint. The office has lost almost all ability for its staff to travel, even for trips which are necessary for completing a research project. The office has been forced to terminate subscriptions to a large number of journals relating to public policy that are regularly used by capitol staff. We have lost our ability to purchase new books and other materials requested by capitol clients. Paper and toner for copiers are in short supply, so that we sometimes cannot supply capitol clients with materials they request.

Program: 20 - Library Development Services

Section 1: How was the reduction implemented?

Control Section 4.10 reductions in this program consisted of the elimination of 2.0 positions; \$30,000 in other expenses for a total of \$143,000. The \$2,256,000 reductions for this program consisted of the elimination of 5.0 positions; \$83,458 in communications, equipment and other expenses for a total of \$412,000. The total of both reductions for this program was \$555,000 and 7.0 positions.

Section 2: What was the actual effect of this reduction?

Because the Library Development Services Bureau's primary role is to interact with the California library community, reduction of staff as well as reduction in the ability of staff to travel has decreased the ability to meet the bureau's mission.

- Liaison functions – significantly reduced ability to interact directly with the field in any organized way
- Literacy program – going through a structural change as a result of new legislation for the program- has only 2 consultants and an AGPA for creating and implementing a \$5.3 million program. As implementation is in a completely different format from years past, training must occur with literacy programs statewide. Training sessions and implementation of the restructured programs are delayed due to staff shortages.
- Elimination of the position with primary responsibility for interaction with the CLSA/LoC Board is impairing the Bureau's ability to develop and implement needed program change. The number of board meetings has been reduced due constraints on travel and lack of staff to sufficiently research and report on program issues.
- Change in Library Services and Technology Act program administration: Reductions in staff have meant a loss of expertise with no ability to refill gaps. We have restructured the review process into teams to maximize staff knowledge in grant review process. Some consultants are now working as monitors on projects outside their areas of expertise due to lack of staffing. Senior Librarians are working up to 50% (the maximum allowed by rule) of their time on as Library Program Consultants because consultant staffing is so short.

- LSTA grant program changed for the 2004/05 year to discontinue open competitive field grants as in previous years. There is insufficient staff to continue this process and work with the priority grants that continue from year to year. This results in no concerted opportunity for libraries of all types statewide to request federal funds for their locally identified projects. Limiting how funds are spent also limits the number of libraries who receive funds and limits the uses that can be made of these funds.
- The Institute of Museum and Library Service (IMLS), the federal agency that grants LSTA funds to the states, is increasingly critical of the California State Library for its low staffing levels for this program. Continued understaffing could jeopardize California's eligibility for federal LSTA funds in future years.
- Other effects of reductions:
 - Substantial decrease in both instate and out of state travel essential to job functions.
 - Decrease in communications funding, limiting means for communicating with the field.
 - Reduction of board meetings below the four meetings specified in the LoC Regulations (Title 5, Chapter 24, Subchapter 2, Sect.20306)

Program: 30 – Information Technology

Section 1: How was the reduction implemented?

There were no Control Section 4.10 reductions to this program. The \$2,256,000 reduction resulted in a decrease of \$5,000 in funds for student assistants performing IT support functions throughout the State Library.

Section 2: What was the actual effect of this reduction?

Since the elimination of 2 of 8 (or 25%) of the State Library's IT staff positions due to Control Section 31.60 reductions, the State Library's Information Technology Bureau has less than one permanent position (.3 FTE) assigned to support the approximately 350 PC systems and related peripherals used by the Library for staff functions and for public access to the Integrated Library System, CD-based information sources, and Internet-based resources and information. As a result, CSL has been utilizing student assistants for most of the PC support tasks, including troubleshooting, repair, installation, and application of security and other software patches.

The reduction by \$5,000 (or 14%) of funds for IT student assistants imposed as part of the Section 4.10 reductions further jeopardizes the library's ability to adequately support these aging PC systems, many of which have already lost their warranty coverage. Further, the significant decrease in IT support resources makes it increasingly difficult to continue to respond to security-related requirements, such as protecting against virus threats and evaluating, testing and applying the many operating system, application and firmware patches that are released by vendors.

Program: 40 – Administration

Section 1: How was the reduction implemented?

Section 4.10 reductions were achieved by the elimination of 6.0 positions and \$21,767 in contract, communications, and other costs for a total of \$344,000. \$2,256,000 budget reductions to this program were achieved by the elimination of 2.75 positions and \$117,954 in contract, communications, and other costs for a total of \$239,000. The combined total for this program was 8.75 positions and \$583,000.

Section 2: What was the actual effect of this reduction?

The loss of positions within Administrative Services Bureau led to the complete elimination of some services and substantial difficulty meeting compliance with rules, regulations and requirements of control agencies not to mention diminished quality control and customer service. Due to the organizational size of the State Library many key functions were supported by just one or two position. Therefore the elimination of even one position in a given area can have a severe impact. The elimination or curtailing of administrative services adversely affects the capabilities of the various library programs to meet their own workload demands and program goals and objectives.

Due to the 2.256 and 4.10 reductions imposed, the State Library was compelled to eliminate the Chief Counsel Office leaving the State Library without any internal legal resources or representation and vulnerable in a variety of legal matters. The Library's sole photocopy service had to be eliminated spreading that workload to program staff with little to no expertise in this area and creating severe coverage problems for staff assigned to other business services areas.

The elimination of contracted security services increases response time for incidents involving difficult or potentially dangerous library patrons.

The communications function has been reduced to a single position with the result that publication of the State Library's weekly internal staff newsletter and quarterly external publication have ceased.

Mail is now delivered to off site locations only once per day and internal mail delivery to units in LCI and LCII has ceased (units must send staff to the mail room to pick up their mail).

Personnel program activities have been substantially curtailed affecting the regularity that CSL can administer examinations used to maintain an effective workforce. Processes and systems deadlines imposed by control agencies lag creating compliance and audit problems with control agencies and grounds for employee complaints and grievances.

The accounting office workload of processing invoices, performing reconciliation of accounts and other activities is prone to more errors that delay payments, create

compliance issues with the State Controller and Department of General Services and expose to the State Library to fines and penalties.

A common problem inherent across the board is retention of remaining experienced personnel in areas that are supported by a solitary position. In some instances, recruitment means closing a function down due to lack of redundancy or even coverage resources.

Department Director Approval:

Hevin Stan

Date: 3/12/04

Agency Secretary Approval:

N/A

Date: _____

Control Section 4.10
Reductions By Program

Org. Code: 6125

Department: Education Audit Appeals Panel

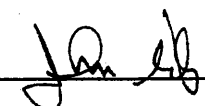
How was reduction implemented?

The agency's budgeted funding was reduced 10 percent across the board.

The agency's original complement of 5 authorized positions was reduced to 4.5.

What was the actual effect of this reduction?

The agency was established effective January 1, 2003, and the Executive Officer was hired in late May, 2003. Because the agency is so new, it is unclear at this time what the full effect of the reductions will be.

Department Director Approval: 

Date: 4-12-04

Agency Secretary Approval: 

Date: 4-12-04

Control Section 4.10
Reductions By Program

Org. Code: 6330

Department: CA Occupational Information Coordinating Committee

How was reduction implemented?

As part of the Control Section 4.10 reduction, COICC's Operating Expenses & Equipment was reduced by \$11,251 in the Consulting & Professional Services expenditure classification. Program activity has been scaled back accordingly to adjust to the reduced amount.

What was the actual effect of this reduction?

COICC has reduced its publication expenditures and program commitments to career development projects. This results in fewer materials and services provided to students, counselors, school administrators and career planners in the State of California.

Department Director Approval: Charley Cartwright Date: 3/22/04

Agency Secretary Approval: _____

Date: _____

Control Section 4.10
Reductions By Program

Org. Code: 6330

Department: CA Occupational Information Coordinating Committee

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Department Director Approval: Charley Cartwright Date: 3/22/04

Agency Secretary Approval: _____ Date: _____

Control Section 4.10 Reductions By Program

Org. Code: 6360

Department: California Commission on Teacher Credentialing (Commission)

How was reduction implemented?

Pursuant to Control Section 4.10 of the 2003 Budget Act, the Commission lost 24.3 positions, effective November 2003. These positions are in addition to the 10.5 positions that were lost on July 1, 2002, as required by Control Section 31.60 of the 2002 Budget Act, for a total staffing reduction of 18 percent over two years. The Commission currently has no vacant positions.

What was the actual effect of this reduction?

While the Commission was able to accommodate the vacancies resulting from the current hiring freeze on a short-term basis, the additional permanent personnel reductions finalized in November 2003, coupled with the positions lost in July 2002, have severely reduced service levels as the Commission was already under staffed based on current workload. In response to the loss of personnel and associated fiscal resources, the Commission has modified its business practices and reassigned workload to reflect the reality of addressing ever-increasing workload with less staff resources to assure that strategic priorities are addressed first. In addition, an immediate fiscal concern is that there are not adequate vacancies to support personnel salary savings requirement, as there are no vacant positions. As a result, available operating expenses and equipment funding is immediately reduced by \$579,00 to cover this gap in funding. However, this budgeting technique has an extraordinarily negative impact on programs budgets. Outlined below, is the impact of these reductions on the program Division.

Certification, Assignments and Waivers Division (CAW)

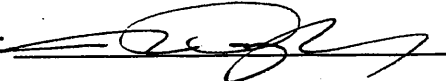
The impact of personnel reductions is most immediately evident in CAW as the Division serves as the primary link to our credential applicants and holders. CAW's primary responsibilities are to evaluate credential applications, answer the phones, and respond to e-mail. When reviewing the amount of staff time available to perform the duties mentioned above and the amount of time it takes to complete these duties, there is not sufficient staff to fully meet the Division's responsibilities.

Given the reduced staffing levels, CAW reprioritized service levels in order to fulfill its main responsibility for processing credentials. As a result, the Commission has set the following priorities for the 2003-04 fiscal year:

1. Evaluate credential applications - There is a regulatory requirement to process applications within 75 days and we should try to meet that requirement when it is possible.
2. Training - While training was postponed in the past to meet the 75-day processing requirement, CAW can no longer afford to have staff that is not fully trained. The lack of fully trained staff further restricts management's flexibility to assign where the workload demands staff.
3. Answer the phones.
4. Respond to e-mail within 72 hours.

Guided by these priorities CAW has reduced the phone hours from 8 a.m. to 5 p.m. to 12 p.m. to 5 p.m. and reduced the front office hours to three days a week based on appointments, in order to bring available staff time in line with the Certification Unit's duties. These reductions will continually be re-evaluated throughout the year as CAW has the opportunity to evaluate workload and staff time to determine if further reductions will be necessary.

As CAW continues to reduce staffing and associated resources, the Commission will not be able to maintain the 75 working day processing timeline as required in Title 5 Regulations. As processing time in CAW increases, there is ultimately a delay in the review and processing of applications through the Division of Professional Practices (DPP). Reductions in staffing in CAW will without a doubt impact the State's capacity to review allegations of misconduct against a credential holder or applicant. Given the role of DPP, to ensure that only those who are fit to be in the classroom are authorized to be there, the timeliness of DPP review of applications is essential for the safety and security of the children in California's classrooms.

Department Director Approval: 

Date: 3/2/04

Agency Secretary Approval: N/A

Date: _____

Control Section 4.10 Reductions By Program

Org. Code: 6360

Department: California Commission on Teacher Credentialing (Commission)

How was reduction implemented?

Pursuant to Control Section 4.10 of the 2003 Budget Act, the Commission lost 24.3 positions, effective November 2003. These positions are in addition to the 10.5 positions that were lost on July 1, 2002, as required by Control Section 31.60 of the 2002 Budget Act, for a total staffing reduction of 18 percent over two years. The Commission currently has no vacant positions.

What was the actual effect of this reduction?

While the Commission was able to accommodate the vacancies resulting from the current hiring freeze on a short-term basis, the additional permanent personnel reductions finalized in November 2003, coupled with the positions lost in July 2002, have severely reduced service levels as the Commission was already under staffed based on current workload. In response to the loss of personnel and associated fiscal resources, the Commission has modified its business practices and reassigned workload to reflect the reality of addressing ever-increasing workload with less staff resources to assure that strategic priorities are addressed first. In addition, an immediate fiscal concern is that there are not adequate vacancies to support personnel salary savings requirement, as there are no vacant positions. As a result, available operating expenses and equipment funding is immediately reduced by \$579,00 to cover this gap in funding. However, this budgeting technique has an extraordinarily negative impact on programs budgets. Outlined below, is the impact of these reductions on the program Division.

Division of Professional Practices (DPP)

The loss of personnel in DPP, coupled with a continued growth in workload has severely impacted the core duties of the Division which include:

- Supporting the disciplinary work of the Commission and the Committee of Credentials.
- Investigating allegations of misconduct by credential holders.
- Reviewing the fitness of applicants to hold credentials.

- Providing legal support to the other program and administrative divisions of the Department.
- Providing litigation support to the Attorney General's Office.
- Notifying the education community and employers of credential holders' or applicants' ineligibility to remain in the classroom.

During the past year, as a result of the loss of positions, DPP has instituted several process changes. Effective January 1, 2003 a policy was instituted to immediately reject all incomplete applications. This resulted in a decrease in workload and time spent by staff in keeping a file open while applicants completed submissions.

After consulting with the Committee of Credentials, DPP implemented a faster processing procedure for cases that are sent to the Division but after staff review are determined to be "not under" the jurisdiction of the Commission. The new procedure, implemented in September 2002, has already resulted in a 2-8 week improvement in review and processing time for such cases.

DPP staff has also implemented procedures to increase the number of cases it identifies as suitable for settlement prior to referral to the Attorney General's Office for administrative hearing. This has resulted in a faster completion time for pending cases as well as a reduction in litigation support workload.

Even with these efficiencies, DPP faces an increased backlog. This is exacerbated by the increased processing time from Certification, Assignment, and Waivers Division (CAW), because files are not referred to DPP until after CAW has completed its processing. Effective August 18, 2003, DPP reduced its telephone hours to 12 p.m. to 5 p.m. It will continue to respond to e-mail requests in a timely manner. In the coming fiscal year, DPP will continue to look at opportunities to further streamline its processing functions as a result of the reductions. As a result of continued reductions in staffing, public safety becomes a critical issue because the Commission does not have the capacity to evaluate cases in a timely manner given the workload demands.

As workload continues to increase, there will be an expected delay in the review and processing of applications through the Division. This is in addition to the delay in moving applications to DPP as the result of increased processing time in CAW. Consistent with staffing reductions in CAW, further reductions in staffing in DPP will without a doubt impact the State's capacity to review allegations of misconduct against a credential holder or applicant. As stated above, given the role of DPP, to ensure that only those who are fit to be in the classroom are authorized to be there, the timeliness of DPP review of applications is essential for the safety and security the children in California's classrooms.

Department Director Approval: _____

Date: 3/22/04

Agency Secretary Approval: N/A

Date: _____

Control Section 4.10 Reductions By Program

Org. Code: 6360

Department: California Commission on Teacher Credentialing (Commission)

How was reduction implemented?

Pursuant to Control Section 4.10 of the 2003 Budget Act, the Commission lost 24.3 positions, effective November 2003. These positions are in addition to the 10.5 positions that were lost on July 1, 2002, as required by Control Section 31.60 of the 2002 Budget Act., for a total staffing reduction of 18 percent over two years. The Commission currently has no vacant positions.

What was the actual effect of this reduction?

While the Commission was able to accommodate the vacancies resulting from the current hiring freeze on a short-term basis, the additional permanent personnel reductions finalized in November 2003, coupled with the positions lost in July 2002, have severely reduced service levels as the Commission was already under staffed based on current workload. In response to the loss of personnel and associated fiscal resources, the Commission has modified its business practices and reassigned workload to reflect the reality of addressing ever-increasing workload with less staff resources to assure that strategic priorities are addressed first. In addition, an immediate fiscal concern is that there are not adequate vacancies to support personnel salary savings requirement, as there are no vacant positions. As a result, available operating expenses and equipment funding is immediately reduced by \$579,00 to cover this gap in funding. However, this budgeting technique has an extraordinarily negative impact on programs budgets. Outlined below, is the impact of these reductions on the program Division.

Professional Services Division (PSD)

Staffing reductions within PSD have resulted in the reduction and modification of activities in the areas of program review and accreditation. For example, the program review process was previously accomplished through multiple on-site meetings during which documents submitted by program sponsors were reviewed. This process has since been modified to provide for initial training and subsequent completion of reviews by mail and electronic communication. In addition, while in previous years, PSD has been able to provide extensive technical assistance in the field, restricted resources have required a change in this practice. The Commission has adapted by scheduling the technical assistance sessions

at the Commission office and inviting stakeholders to attend. This allows maximum interaction with limited resources.

The PSD has responded to these staffing reductions during the 2003-04 fiscal year by assigning the work previously done by those individuals to other staff. Further, the Division continues to implement both funded and un-funded statutory mandates, such as SB 2042 and federal initiatives with diminishing resources. Thus, the work-plan for the Division has been reduced accordingly. These reductions will further curtail activities related to the ongoing accreditation process, standards implementation and the previously planned review of other credential areas such as Special Education. The problem is that mandates by the Legislature are created and when the funding disappears, the mandates continue leaving the Commission short of the money needed to do essential work.

Department Director Approval: _____

Date: 3/22/04

Agency Secretary Approval: N/A

Date: _____

Control Section 4.10 Reductions By Program

Org. Code: 6360

Department: California Commission on Teacher Credentialing (Commission)

How was reduction implemented?

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What was the actual effect of this reduction?

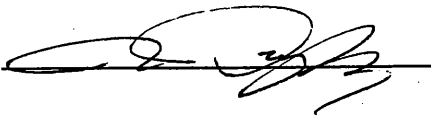
While the Commission was able to accommodate the vacancies resulting from the current hiring freeze on a short-term basis, the additional permanent personnel reductions finalized in November 2003, coupled with the positions lost in July 2002, have severely reduced service levels as the Commission was already under staffed based on current workload. In response to the loss of personnel and associated fiscal resources, the Commission has modified its business practices and reassigned workload to reflect the reality of addressing ever-increasing workload with less staff resources to assure that strategic priorities are addressed first. In addition, an immediate fiscal concern is that there are not adequate vacancies to support personnel salary savings requirement, as there are no vacant positions. As a result, available operating expenses and equipment funding is immediately reduced by \$579,00 to cover this gap in funding. However, this budgeting technique has an extraordinarily negative impact on programs budgets. Outlined below, is the impact of these reductions on the program Division.

Administration Division

Reductions in staffing and associated resources have resulted in the loss of administrative functions, resulting in a negative impact on program operations including, but not limited to: delays in providing information to control agencies (Department of Finance and Department of General Services), the Governor, Members of the Legislature, and constituents.

In addition, the Commission is in the midst of a major IT project and as a result of the reduction a key position in the project for the Teacher Credentialing Service Improvement Project (TCSIP) team was eliminated. The reduction of this position essentially limits the ability for the TCSIP team to meet workload demands associated with the completion of critical path project

milestones. In addition, this position is responsible for running daily batch files essential to the issuance of credentials. Without this position, both the TCSIP and day-to-day operations have been compromised.

Department Director Approval: 

Date: 3/22/07

Agency Secretary Approval: N/A

Date: _____

BL 04-03
Attachment I

Control Section 4.10 Reductions By Program

Org. Code: 6420

Department: CA Postsecondary Education Commission

How was reduction implemented?

The Commission implemented its budget reduction by eliminating vacant positions. The positions were vacant because staff that filled the positions transferred to other agencies to avoid the possibility of being laid off.

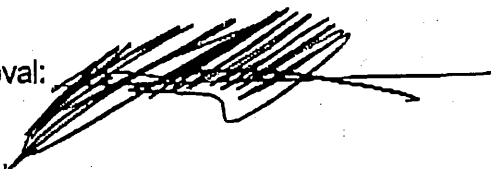
What was the actual effect of this reduction?

While the Commission attempted to mitigate the effects of the budget reduction, it nevertheless could not complete or delayed completion of a number of reports used widely by the higher education community. These reports include (1) the *Student Profiles Report* was delayed by 6 months; (2) *Performance Indicators Report* has not been completed; and (3) *Fiscal Profiles Report* was delayed; and when it is published, it is likely that it will be in an abbreviated format.

Since the Commission has very limited clerical support staff, professional staff must do some clerical duties, which impacts their time to conduct policy analyses.

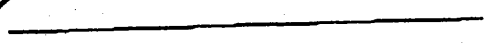
Finally, the Commission has had to delay updating its higher education data that it makes available to the public, other agencies, and that is used by its staff for analytical purposes.

Department Director Approval:



Date: 3/18/04

Agency Secretary Approval:



Date: _____

Control Section 4.10
Reductions By Program

Org. Code: 6870

Department: Board of Governors, California Community Colleges

Program 10. Apportionment; Fiscal Policy Division, College Finance

How was reduction implemented?

Reductions have been achieved through **attrition** (transfers to other State agencies or departures from State service for other jobs or retirement), **reassignment** (to another position within the agency), **demotion** (and reassignment to another position within the agency), and **layoff**. A Layoff Plan was prepared and approved by Department of Personnel Administration and surplus status was granted approximately a year ago for specific classifications.

Number of authorized positions prior to Section 4.10 Reduction: 8.

Number of Positions Reduced: 2 by attrition.

What was the actual effect of this reduction?

This reduction eliminated the agency's one staff totally devoted to system advancement and alternative resources development activities. This has severely affected the agency ability to help obtain non General Fund resources during this fiscal crisis.

The elimination of the second position has caused delays in the administration of California Community College system Financial Standards development, allocation of State dollars for the support of instructional and non-instructional activities, part-time faculty office hours/health insurance allocation programs as well as the curtailment of monitoring and enforcement activities

One full-time staff person basically administers the allocation of over \$2 billion to community colleges and should this person leave or not be able to perform, the allocations to colleges would be at high risk.

Control Section 4.10
Reductions By Program

Org. Code: 6870

Department: Board of Governors, California Community Colleges

Program 20. Special Services and Operations; Fiscal Policy Division, Facilities Planning

How was reduction implemented?

Reductions have been achieved through **attrition** (transfers to other State agencies or departures from State service for other jobs or retirement), **reassignment** (to another position within the agency), **demotion** (and reassignment to another position within the agency), and **layoff**. A Layoff Plan was prepared and approved by Department of Personnel Administration and surplus status was granted approximately a year ago for specific classifications.

Number of authorized positions prior to Section 4.10 Reduction: 11

Number of Positions Reduced: 1 (support staff) by attrition.

What was the actual effect of this reduction?

A vacant support staff position in the Facilities Planning Unit was abolished; however, a filled support staff position was redirected from another division to the Unit to become the sole support for the Fiscal Policy Division including both College Finance and Facilities Planning. The actual effect was the loss of clerical support for the Governmental Relations Unit. Staff in that Unit have to take time from their official duty to perform non-technical duties resulting in reduced services.

Control Section 4.10 Reductions By Program

Org. Code: 6870

Department: Board of Governors, California Community Colleges

Program 20. Special Services and Operations; Education Services Division

How was reduction implemented?

Reductions have been achieved through **attrition** (transfers to other State agencies or departures from State service for other jobs or retirement), **reassignment** (to another position within the agency), **demotion** (and reassignment to another position within the agency), and **layoff**. A Layoff Plan was prepared and approved by Department of Personnel Administration and surplus status was granted approximately a year ago for specific classifications.

Number of authorized positions prior to Section 4.10 Reduction: 37

Number of Positions Reduced: 6 (2 support staff) by attrition and 1 by demotion

What was the actual effect of this reduction?

Twenty-nine percent of the support staff positions have been eliminated. The remaining Division's staff had to absorb the duties, which resulted in reduced technical services to districts/colleges and delays in response time to phone inquiries, document preparation and other support to professional staff. This also resulted in a slower response to workload demands with only the most critical workload accommodated and with many of the inquiries and requests going unanswered.

Seventeen percent of the staff positions have been eliminated resulting in reduced leadership and technical assistance to districts/colleges. The Chancellor's Office has reduced its role in library and learning resources programs for the college system, required a revision of the model for distributing funds for Instructional Improvement and language to accomplish it, the remaining Division's staff had to absorb and redistribute duties related to requests for applications, processing applications and proposals, grant processing and monitoring grant projects. This has seriously compromised the monitoring and enforcement relative to grant projects. At the same time staff have had to absorb non-technical tasks formerly done by support staff further reducing technical services to districts/colleges.

DRAFT
Control Section 4.10
Reductions By Program

Org. Code: 6870

Department: Board of Governors, California Community Colleges

Program 20, Special Services and Operations; Human Resources Division.

How was reduction implemented?

Reductions have been achieved through **attrition** (transfers to other State agencies or departures from State service for other jobs or retirement), **reassignment** (to another position within the agency), **demotion** (and reassignment to another position within the agency), and **layoff**. A Layoff Plan was prepared and approved by Department of Personnel Administration and surplus status was granted approximately a year ago for specific classifications.

Number of authorized positions prior to Section 4.10 Reduction: 10.

Number of Positions Reduced: 1 (support staff) by attrition

What was the actual effect of this reduction?

A vacant support staff position was reduced from the Human Resources Division. Another division is sharing staff support to cover for the Human Resources Division. This has resulted in delays to phone inquiries, mail delivery distributions, document production, etc. in both divisions.

DRAFT
Control Section 4.10
Reductions By Program

Org. Code: 6870

Department: Board of Governors, California Community Colleges

Program 20, Special Services and Operations; Student Services Division

How was reduction implemented?

Reductions have been achieved through **attrition** (transfers to other State agencies or departures from State service for other jobs or retirement), **reassignment** (to another position within the agency), **demotion** (and reassignment to another position within the agency), and **layoff**. A Layoff Plan was prepared and approved by Department of Personnel Administration and surplus status was granted approximately a year ago for specific classifications.

Number of authorized positions prior to Section 4.10 Reduction: 38.5

Number of Positions Reduced: 4.5 (2 support staff) by attrition.

What was the actual effect of this reduction?

The number of the Division's first level supervisors has been reduced by a third from three to two. This occurred at a time when the division had to implement a major expansion of its Outreach program (student access) in response to this years major fee increase. As a result implementation has proceeded slowly and will probably adversely affect student enrollment from what it could have been with more supervisory attention. *How so*

In addition there were 1.5 staff reductions to the Transfer and Articulation and Matriculation functions in this office. Both functions represent major efforts to help keep students in college and helping to ensure their success in achieving educational goals. For many of them, it is to transferring to a four-year college/university program. While these functions will continue, they will be even more understaffed resulting in further delays in response time in providing technical assistance and general oversight to the detriment of students. *How so*

Lastly, the Division's has had its support staff reduced by 40 percent (2 support staff). Not only is there fewer staff to do the planning and development, technical assistance, and monitor activities but their time is now taken up performing non-technical duties, i.e. copying, phone inquiries, and documentation preparation etc. resulting in less time for the higher level activities.

Control Section 4.10
Reductions By Program

Org. Code: 6870

Department: Board of Governors, California Community Colleges

Program 20. Special Services and Operations; Technology, Research and Information Systems Division (formerly under Policy, Planning and External Affairs Division)

How was reduction implemented?

Reductions have been achieved through **attrition**: (transfers to other State agencies or departures from State service for other jobs or retirement), **reassignment** (to another position within the agency), **demotion** (and reassignment to another position within the agency), and **layoff**. A Layoff Plan was prepared and approved by Department of Personnel Administration and surplus status was granted approximately a year ago for specific classifications.

Number of authorized positions prior to Section 4.10 Reduction: 11

Number of Positions Reduced: 3 by attrition.

What was the actual effect of this reduction?

The reductions have greatly effected the policy development, leadership responsibilities, and technical assistance in the areas of telecommunications projects and system-wide infrastructure involving inter- and intra-college connectivity and projects dealing with distance education, student support services, etc. The reductions have affected the ability to collect priority system-wide data and response to data requests.

Control Section 4.10 Reductions By Program

Org. Code: 6870

Department: Board of Governors, California Community Colleges

Program 30. Administration; Executive Office.

How was reduction implement?

Reductions have been achieved through **attrition** (transfers to other State agencies or departures from State service for other jobs or retirement), **reassignment** (to another position within the agency), **demotion** (and reassignment to another position within the agency), and **layoff**. A Layoff Plan was prepared and approved by Department of Personnel Administration and surplus status was granted approximately a year ago for specific classifications.

Number of authorized positions prior to Section 4.10 Reduction: 12.8.

Number of Positions Reduced: 1 by attrition and 1 by reassignment.

What was the actual effect of this reduction?

The Executive Office gave up a high-level management position responsible for development, formulation, coordination and communication of complex and sensitive policy initiatives. The effect is the agency has lost a significant part of its ability to provide leadership and cutting edge thinking for the system. This reduces the policy development of the agency and transfers the workload to the Chancellor and other overburdened executive staff during a time when the economic health of the State and its people probably needs the educational service and leadership the most.

The Executive Office has also reduced its services and assistance to the Board of Governors related to the Board's Agenda and meetings by redirecting a staff person from special duties related to production and oversight of its development, analysis, and edit to help fill the staff shortages in the program units.

Control Section 4.10 Reductions By Program

Org. Code: 6870

Department: Board of Governors, California Community Colleges

Program 30. Administration; Internal Operations.

How was reduction implemented?

Reductions have been achieved through attrition: transfers to other State agencies or departures from State service for other jobs or retirement, reassignment to another position within the agency, demotion and reassignment to another position within the agency, and layoff. A Layoff Plan was prepared and approved by Department of Personnel Administration and surplus status was granted for specific classifications approximately a year ago.

Number of authorized positions prior to Section 4.10 Reduction: 24.

Number of Positions Reduced: 6 (1 support staff) by attrition and 1 by layoff.

What was the actual effect of this reduction?

The reductions to the agency have resulted in personnel being reduced by 33% in the Accounting Unit, 40% in the Grants Administration Unit, and 25% in the Business Services Unit. The Accounting Unit is currently behind in reconciliations and bank deposits, struggling with issues of separation of duties, and behind in payments to vendors, processing of (essential) travel claims of employees and members of Board of Governors, and meeting important deadlines. The Grants Administration Unit has been decimated by staff departures and dissolved with remaining staff absorbed into other program units. Program units while faced with reductions of their own, are now responsible for preparation of agreements and amendments, approval for payments, and fiscal monitoring of grants in addition. Lastly, the reprographics services have been reduced to critical job priority resulting in delays in response to some services including Board of Governors Agenda, legislative reports, etc.

Internal Operations was hit hard because of surplus status granted statewide classifications that are common in administrative operations. Critical needs have been identified in the Accounting Unit relative to segregation of duties and timely and accurate financial accounting and reporting requirements. There is currently no staff support personnel to do general clerical duties leaving remaining staff to absorb them with their other assignments.

Control Section 4.10 Reductions By Program

Org. Code: 6870

Department: Board of Governors, California Community Colleges

**Program 30. Administration; Technology, Research and Information Systems Division
(formerly Policy, Planning & External Affairs Division).**

How was reduction implemented?

Reductions have been achieved through **attrition** (transfers to other State agencies or departures from State service for other jobs or retirement), reassignment (to another position within the agency), **demotion** (and reassignment to another position within the agency), and **layoff**. A Layoff Plan was prepared and approved by Department of Personnel Administration and surplus status was granted approximately a year ago or specific classifications.

Number of authorized positions prior to Section 4.10 Reduction: 24

Number or Positions Reduced: 3 by attrition, 1 by reassignment, and 1 (support staff) by demotion.

What was the actual effect of this reduction?

The elimination of 1 staff position in the Governmental Relations Unit was responsible for analytical support to staff performing bill analysis and responses to legislative inquiries. Other staff members have been redirected to partially cover the workload. The agency is only able to respond to the most critical high priority bills resulting in delays and lack of responsiveness to the legislature and to the colleges.

The elimination of 1 support position in the Strategic Communications and Publications Unit was responsible for producing agency publications (including the Board Agenda) in electronic and/or print media. Another employee in the same classification has absorbed these duties resulting in delays with the most critical work being done.

The elimination of 1 staff position in the Research and Planning Unit was responsible for the continuing evaluation of programs. These duties have been redirected and absorbed within the agency causing an abrogation of this responsibility. One key function of the BOG is to provide research and analysis on behalf of the system. With this redirection, the agency is only able to respond to the most critical workload.

The elimination of 1 staff position in the MIS-Network Support Unit was responsible for the supervision of Information Systems Development/Maintenance Unit. These duties have been combined under the next supervisory level resulting in increased supervisory responsibilities, less time available for policy development and unit leadership responsibilities, with the network being left in a more fragile condition.

The elimination of 1 staff position in the MIS-Network Support Unit was responsible for the Network/Operations support. These duties have been absorbed with the Division causing (network) service delays and diminished productivity of agency staff caused by network downtime.

Department Director Approval: _____

Date: _____

Agency Secretary Approval: _____

Date: _____

Control Section 4.10
Reductions By Program

Org. Code: 7980

Department: California Student Aid Commission

How was reduction implemented?

In compliance with Section 4.10, the Commission's personal services budget associated with the administration of the Family Federal Education Loan (FFEL) Program was reduced by \$1,465,000. At the time the reduction plan was submitted, the Commission had 248 authorized civil service positions. Of these, 130 positions supported the FFEL Program either within the Commission or as assigned to EDFUND, the Commission's auxiliary corporation. Twenty-nine of the positions assigned to EDFUND were eliminated upon the Department of Finance's approval of the Commission's reduction plan.

What was the actual effect of this reduction?

EDFUND provides the operational and administrative services for the Commission's participation in the FFEL Program. Commission's civil service staff have been assigned to work for EDFUND since its establishment in January 1997. EDFUND employs non-civil service employees to meet the needs of administering the FFEL Program. Vacancies occur when civil service staff assigned to EDFUND either retire, transfer to other state agencies or leave state service. EDFUND redirects the associated workload to non-civil service employees. The Commission's reduction plan included the elimination of 29 vacant civil service positions assigned to EDFUND. As a result, no layoffs occurred. Since EDFUND has the ability to employ non-civil service employees to meet the workload demands, the reduction had no impact on the Commission's administration of the FFEL Program.

Department Director Approval:



Date: 3-12-04

Agency Secretary Approval: _____

Date: _____